The influence of work-family conflict and Islamic work ethics on employee performance: The mediation role of work motivation

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ABSTRACT

This study aims to analyze the influence of work-family conflict and Islamic work ethics on employee performance with work motivation as the mediating variable. The population of this study is female employees of Bank Jateng Syariah. The sampling technique is done using purposive sampling method. The analysis test tool used in this study is path analysis. The result expected from this study is the analysis of the influence of work-family conflict and Islamic work ethics on employee performance with work motivation as the mediating variable. The results of this study show that work-family conflict has a negative and significant influence on work motivation and employee performance. On the other hand, Islamic work ethics is proven to have positive and significant influence on work motivation and employee performance. This study also shows that work motivation is able to provide a significant mediating role

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Introduction

Organizations are established for the purpose of achieving a particular goal. An organizational goal can be achieved through good performance from the entire human resources within an organization. The factor that can turn an organizational culture into school principal effective work is by changing the previous organization culture which is poor and not in accordance with the values of the new organization culture or better on all the leadership of school institutions/organizations, staffs, volunteer teachers, participative and independent. Today, many leaders and their subordinates in an institution/school is very difficult to be an example, change themselves, and ignore the values and culture of the school organization/institutions. Quality education improvement is aimed for all levels of education. A real quality improvement can be seen through the physical and non-physical developments. Physical development can be seen through construction of a building and its equipment, while non-physical development can be seen through the curriculum, vision and mission of a school and its programs. Lately attempts have been made to develop the schools as government increased education funding by 20%. This development is performed by a leader in carrying out the activities as he is mandated as the head of school management. In reality, it has been found out that a great number of school principals could not set as examples as a role model that should be modelled and imitated by his subordinates so as to give an impact on work motivation that can be performed effectively. An organizational culture is the values or norms that bind an individual in carrying out the tasks in an organization. It is clear that a good organizational culture may affect communication and leadership style on good job satisfaction by subordinates, students and the surrounding environment. A smooth communication also forms a binding force between employees and teachers at schools. The behavior of a leader is the limelight from outside as well as inside an organization.

Work and family are two crucial aspects in the center of a human's life. Both have its own uniqueness which empirically affects the quality of human behavior in an organization (Huang et al., 2004). These two aspects have a high enough level of involvement, which

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can create conflicts between roles of work and family. High involvement in work can cause a person to have difficulty completing his role in the family because of limited time and energy, and vice versa (Boyar et al, 2003).

According to the traditions of the previous society, there was a belief that activities in the office were something that had to be separated from the family life. Based on this belief, each aspect has its own rules and systems that must be studied separately (Near et al., 1980). As a result, changes in the family are tied to what happens at work, and vice versa (Huang et al., 2004). When it is viewed from the side of work, several studies have found the influence of work-family conflict on job dissatisfaction, employee turnover, and job stress level. In addition, from the side of family, conflict between work and family has been proven to be associated with a decline in the quality of marital relationship and personal life (Chelariu et al, 2011). Several studies have shown that the low level of conflict between work and family affects the increase in job satisfaction as well as one's job commitment (Jennifer, 2005).

Although research on family and work conflicts has been widely conducted, it usually only identifies the relationship between conflict between domains and a person's stress level. In addition, this study emphasizes women who have both jobs and roles in the family simultaneously. Islamic work ethics emphasizes persistence, collaboration, creativity, and moral responsibility (Ali et al., 2008). It also related to how a Muslim carries out his daily activities, including making decisions in terms of work. In research related to business ethics, it is found that the life values possessed by employees will determine the welfare of other employees in one organization (De Clercq et al., 2019). Researches that have been conducted have found several positive results from the high Islamic work ethics of employees, namely high commitment to the organization (Yousef, 2000), loyalty to work (Ali et al., 2008), employee involvement, and job satisfaction (Khan et al., 2015).

Several studies have successfully investigated the relationship between these variables, but there are still differences in the results of the study, which form the research gaps. Some of these studies include the research from Adiyatwira & Supriyadi (2017) which shows negative influence and no relationship between work-family conflict and work motivation. On the contrary, the study from Nurismilida & Purba (2018) found that there is a significant influence between work-family conflict on work motivation. Regarding Islamic work ethics, the research conducted by Din et al. (2019) concluded that Islamic work ethics positively relates to intrinsic motivation. On the other hand, Fauzan and Tyasari (2012) found an inversely proportional result, as Islamic work ethics partially does not affect work motivation. As for employee performance, the results from Hidayat et al. (2017) indicated that motivation does not have significant influence on employee performance, while Suharno et al., (2017) pointed out the positive and significant influence of motivation on employee performance.

The research carried out by Riaz et al. (2019) showed that the moderating role of work motivation has a negative and debilitating influence on the relationship between work-family conflict and job performance. Whereas, Afsar and Umrani (2019) stated that the mediating role of work motivation has a positive and significant influence on the relationship between transformational leadership on employee performance. The study conducted by Saban et al. (2020) found that Islamic work ethics has a positive influence on intrinsic motivation, and that intrinsic motivation mediates the relationship between Islamic work ethics and employee performance. On the contrary, Listya (2018) showed that work motivation as mediating variable has an indirect influence on the relationship between Islamic work ethics and organizational commitment.

Literature Review

Theoretical Background and Hypotheses Development

The Influence of Work-Family Conflict and Work Motivation

Conflict between roles occurs when a person feels pressured by one or two different aspects simultaneously while that person is performing their role. One form of conflict between roles is work-family conflict (Cinamon & Rich, 2002). Work-family conflict occurs when a person experiences job demands and high pressure at work, making it difficult for someone to complete his role in the family, and vice versa. This condition can have a negative influence on both parties, both employees and the company. Levinson et al. (1996) identified two types of married women, namely traditional housewives and career women. The existence of work-family conflict is one of the sources that cause a lack of employee morale, as work-family conflicts can affect the work motivation of employees in completing their duties. This is in accordance with the study conducted by Adiyatwira and Supriyadi (2017), as well as Twinarti et al. (2016) who found that there is negative influence between work-family conflict and employee work motivation of female employees and career women. Therefore, the first hypothesis in this study is as follows:

H1: Work-family conflict has a significant and negative influence on work motivation.

Islamic Work Ethics and Work Motivation

Islamic work ethics emphasizes persistence, collaboration, creativity, and morally responsible behavior (Ali et al., 2008). Islamic work ethics is closely related to how a Muslim carries out activities in his life, including in making decisions at work, and how these activities are seen from an Islamic perspective (Khan et al., 2015). For a Muslim, the meaning of work is a strong intention to achieve optimal work results or outstanding performance, not only giving average scores. This great appreciation of Islam for the meaning of work implies that any work that is given meaning or good intentions will glorify the perpetrator before Allah SWT (Tsamara, 2002). Work that is based on strong intentions will increase motivation at work. This is in accordance with the study conducted by

Saban et al. (2020); Din et al (2019); Permatasari (2018); and Hidayat (2015) that Islamic work ethics has a significant positive influence on employee work motivation. Therefore, the second hypothesis proposed in this study is:

H2: Islamic work ethics has a significant and positive influence on employee work motivation.

Work-Family Conflict and Employee Performance

Conflict between roles occurs when a person feels pressured by one or two different aspects at the same time while that person is performing their role. One form of conflict between roles is work-family conflict (Cinamon & Rich, 2002). Work-family conflict occurs when a person experiences job demands and high pressure at work, making it difficult for someone to complete his role in the family, and vice versa. This condition can have a negative influence on both parties, both employees and the company. Levinson et al. (1996) identified two types of married women, namely traditional housewives and career women. The existence of work-family can influence employee performance, as it will have a negative influence on employee performance. This is in accordance with the study from Hendra et al. (2019); Asfahyadin et al. (2017); Pradila (2018); and Widayanti et al. (2017) who stated that work-family conflict has a significant negative influence on employee performance. Therefore, the third hypothesis in this study is as follows:

H3: Work-family conflict has a significant and negative influence on employee performance.

Islamic Work Ethics and Employee Performance

Islamic work ethics emphasizes persistence, collaboration, creativity, and morally responsible behavior (Ali et al., 2008). Islamic work ethics is closely related to how a Muslim carries out activities in his life, including in making decisions at work, and how these activities are seen from an Islamic perspective (Khan et al., 2015). For a Muslim, the meaning of work is a strong intention to achieve optimal work results or outstanding performance, not only giving average scores. This great appreciation of Islam for the meaning of work implies that any work that is given meaning or good intentions will glorify the perpetrator before Allah SWT (Tsamara, 2002). This means that a work should be done seriously to produce maximum results. This is in accordance with the study from Marsudi (2019); Al-Dauri (2020); Fanggidae et al. (2020); Permana et al. (2019); Din et al. (2019); and Saban et al. (2020) who stated that Islamic work ethics has a positive influence on employee performance. Therefore, the fourth hypothesis proposed in this study is:

H4: Islamic work ethics has a significant and positive influence on employee performance.

Work Motivation and Employee Performance

Motivation is a potential power that exists in a human being, which can be developed independently or by a number of outside forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect the results of their performance either positively or negatively (Winardi, 2016). On the other hand, Malayu (2015) stated that motivation encourages subordinates' work passion, so that they are willing to work hard by giving all their abilities and skills to realize company goals. Motivation has a huge impact on better employee performance, considering that they are able to work optimally. This is in line with the study conducted by Suharno et al. (2017); Hidayat et al. (2017); Kuswati (2020); Riyadi & Rokhim (2017); and Sodiq (2018) who stated that work motivation can have a significant positive influence on employee performance. Therefore, the fifth hypothesis proposed in this study is:

H5: Work motivation has a significant and positive influence on employee performance.

Work-Family Conflict, Employee Performance, and Work Motivation

Conflict between roles occurs when a person feels pressured by one or two different aspects at the same time while that person is performing their role. One form of conflict between roles is work-family conflict (Cinamon & Rich, 2002). Work-family conflict occurs when a person experiences job demands and high pressure at work, making it difficult for someone to complete his role in the family, and vice versa. This condition can have a negative influence on both parties, both employees and the company. According to Alpander (1990), motivation is an effort and desire that affects how strongly someone will use their abilities at work. Therefore, it is very important for managers to be able to understand what motivates their employees to do their work according to the manager's expectations. Expectation is the target of achieving peak employee performance. This is in line with the study from Riaz et al. (2019) and Liao et al. (2019) who stated that work-family conflict has a negative influence on employee performance, mediated by work motivation. Thus, the sixth hypothesis in this study is:

H6: Work-family conflict has a significant and negative influence on employee performance mediated by work motivation.

Islamic Work Ethics, Employee Performance, and Work Motivation

Islamic work ethics emphasizes persistence, collaboration, creativity, and morally responsible behavior (Ali et al., 2008). Islamic work ethics is closely related to how a Muslim carries out activities in his life, including in making decisions at work, and how these activities are seen from an Islamic perspective (Khan et al., 2015). For a Muslim, the meaning of work is a strong intention to achieve optimal work results or outstanding performance. This intention that comes from the heart is a form of self-motivation to get the job done well. This is in accordance with the study conducted by Saban et al. (2020); Afsar & Umrani (2019); Natalia & Netra (2020);

as well as Yunianto & Waruwu (2017) who stated that Islamic work ethics has a positive influence on employee performance, mediated by work motivation. Therefore, the seventh hypothesis in this study is:

H7: Islamic work ethics has a significant and positive influence on employee performance mediated by work motivation.

Research and Methodology

This study uses quantitative research method and is conducted in Bank Jateng Syariah in Central Java, Indonesia. The study is carried out on early June 2020–December 2020. The population in this study is all female employees at Bank Jateng Syariah with the total number of 150 people. The sampling technique used to collect data to support this study is non-probability sampling using purposive sampling method. This method is used since the researcher focuses on specific target respondents with pre-adjusted criteria. According to Sekaran (2006), a sample size of more than 30 and less than 500 is mostly appropriate. Therefore, the sample of this study is 60 female employees.

This study analyzes 4 variables, which consist of two exogenous variables namely work-family conflict and Islamic work ethics, and two endogenous variables, namely work motivation and employee performance. As for the operational definition for each variable in this study are as follows:

Employee Performance

Employee performance is the employee's perception of achievement of work results in accordance with the rules and standards that apply to each organization. The indicators used to measure employee performance include:

- i. Quantity
- ii. Quality
- iii. Punctuality
- iv. Effectiveness
- v. Independence

Employee Work-Family Conflict

According to Karapete (2013), the indicators that are to be noted in the employee work-family conflict are as follows:

- i. Demands for family time
- ii. Family or partner demands interfere with work-related activities
- iii. Postponement of work due to time demands at home
- iv. Demands from family or partner have an impact on work
- v. Too much work pressure
- vi. Workplace and overtime work interfere with the responsibility of domestic life
- vii. Family-related tensions interfere with work

Islamic Work Ethics

The ukhrawi (afterlife) and worldly dimensions are contained in Islamic work ethics. From the perspective of ukhwari aspect, Islam emphasizes the importance of intention in doing work; things that will be achieved surely with the aim of obtaining the primacy of Allah. From the worldly aspect, work that is based on religious principles will show the fithrah of a Muslim; trust in carrying out duties, discipline, and teamwork to elevate one's dignity as a servant of Allah, so that he can be trusted (Sodiq, 2018). The explanation above can be divided into several indicators as follows:

- i. Intention to seek the pleasure of Allah
- ii. Mandate to carry out duties
- iii. Discipline
- iv. Cooperation

Work Motivation

Motivation is a potential power that exists in a human being, which can be developed independently or by a number of outside forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect the results of their performance either positively or negatively (Winardi, 2016). Hamzah (2012) stated that the indicator of motivation are as follows:

- i. The existence of desire and urge to succeed
- ii. The existence of drive and need for work
- iii. The existence of hopes and dreams for the future
- iv. The existence of rewards at work
- v. The existence of interesting activities at work
- vi. The existence of conducive working environment

Findings

Respondents' Characteristics

The number of respondents in this study is 60 respondents from Bank Jateng Syariah female employee. This study divides the respondents in several characteristics, which include gender, age, latest education, and length of work. The detail for each characteristic is shown on Table 1.

Table 1: Respondents' Characteristics

Gender	Number of Respondents	Percentage
Male	0	0%
Female	60	100%
Age	Number of Respondents	Percentage
< 20 years old	0	0%
21 – 30 years old	34	56,7%
31 – 40 years old	14	23,3%
> 40 years old	12	20%
Latest Education	Number of Respondents	Percentage
Diploma	6	10%
Bachelor	8	13,3%
Master/Doctor	46	76,7%
Length of Work	Number of Respondents	Percentage
< 7 years	33	55%
8 to 14 years	14	23,3%
15 to 21 years	9	15%
> 22 years	4	6,7%
Total	60	100%

Analysis Results

Convergent Validity

The convergent validity test in PLS can be done by looking at the value of each loading factor. The loading factor value describes the magnitude of the correlation between each measurement item (the indicator on the questionnaire) and the latent variable (its construct). An item is said to have met the convergent validity if the factor loading score on each path between the component (latent variable) and the manifest variable is ≥ 0.7 (Abdillah & Jogiyanto, 2016). Table 4.5 shows the results of the validation test based on the loading factor value for each indicator in this study.

Table 2: Loading Factors

	EK	KK	KP	MK
EK1	0.911			
EK2	0.942			
EK3	0.890			
EK4	0.916			
KK1		0.904		
KK2		0.935		
KK3		0.823		
KK4		0.887		
KK5		0.890		
KP1			0.856	
KP2			0.874	
KP3			0.734	
KP4			0.742	
KP5			0.751	
MK1				0.895
MK2				0.811
MK3				0.841
MK4				0.869
MK5				0.886
MK6				0.915

Table 2 shows that all indicators have value above 0.7, thus all indicators in this study can be said to be valid statistically, and are able to be used in the research construct.

Construct Validity

Outer model analysis in the second stage is done by looking at the construct validity. Construct validity is the validity which indicates the extent to which a test measures the construct of the theory on which the test is compiled. The construct is said to have a good construct validity if the average variance extracted (AVE) value is ≥ 0.5 (Abdillah & Jogiyanto, 2016). The AVE value of ≥ 0.5 means that the probability of an indicator in a construct entering other variables is lower (less than 0.5), so that the probability of the indicator to converge and enter the intended construct is greater, which is above 50 percent (Abdillah & Jogiyanto, 2016). The results of the construct validity test using SmartPLS is shown on Table 3.

Table 3: Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Islamic Work Ethics (EK)	0.837
Employee Performance (KK)	0.789
Work-Family Conflict (KP)	0.630
Family Time Demands (TK)	0.768
Work Pressure (TP)	0.784
Work Motivation (MK)	0.757

Based on Table 3, it can be known that the AVE value of each variable and dimension of this study analysis model has a good construct validity, as the AVE value is greater than 0.5.

Composite Reliability

The reliability of this study can be known from *Cronbach's alpha* and composite reliability value. A construct is reliable if the *Cronbach's alpha* value is ≥ 0.6 and composite reliability value is ≥ 0.7 (Abdillah & Jogiyanto, 2016). Composite reliability measures the actual reliability value of a reliable, while *Cronbach's alpha* measures the lowest value (lower bound) of the reliability of a variable, so that the value of composite reliability is always higher than *Cronbach's alpha* (Abdillah & Jogiyanto, 2016). The value of *Cronbach's alpha* and composite reliability of each variable in this study is shown in Table 4.

Table 4: Composite Reliability and *Cronbach's alpha*

	<i>Cronbach's Alpha</i>	rho_A	Composite Reliability
Islamic Work Ethics (EK)	0.935	0.936	0.954
Employee Performance (KK)	0.933	0.937	0.949
Work-Family Conflict (KP)	0.851	0.856	0.894
Family Time Demands (TK)	0.845	0.858	0.908
Work Pressure (TP)	0.725	0.725	0.879
Work Motivation (MK)	0.936	0.940	0.949

Based on Table 4, it can be known that all constructs in this study has *Cronbach's alpha* value of ≥ 0.6 and composite reliability of ≥ 0.7 , so it can be said that all constructs are reliable. It can be interpreted that each construct in the research model has internal consistency in instrument reliability test.

Figure 1: Inner Model PLS Path Diagram**Determinant Coefficient**

The test result of determinant coefficient shows that all variables have a good determinant coefficient as shown on Table 5.

Table 5: R-Square

	R Square	R Square Adjusted
KK	0.949	0.946
MK	0.839	0.833

Based on the R-square value presented on Table 5, and then multiply with 100%, the determinant coefficient value of each variable is obtained: 94.9% for KK (Employee Performance) and 83.9% for MK (Work Motivation). This shows that the determinant coefficient for KK variable is influenced by other variables in this study of 94.9%, while the 5.1% is explained by variables outside the research model. In addition, the determinant coefficient for MK variable is influenced by other variables in this study of 83.9%, while the 16.1% is explained by variables outside the research model.

Hypothesis Test

The results for the hypothesis test can be seen from the path coefficient estimation that can be evaluated based on T-statistics value and p-value. The results for the hypothesis test is shown on Table 6.

Table 6: Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Details
KP -> MK	-0.202	-0.217	0.097	2.093	0.037*	H1 Accepted
EK -> MK	0.748	0.734	0.092	8.090	0.000*	H2 Accepted
KP -> KK	-0.172	-0.183	0.078	2.216	0.027*	H3 Accepted
EK -> KK	0.185	0.181	0.086	2.164	0.031*	H4 Accepted
MK -> KK	0.658	0.651	0.093	7.100	0.000*	H5 Accepted

• Significance <5%

Based on the path coefficient test in the Table 6, it can be concluded that this study has positive original sample value, so that the relationship between variables in this study is a positive relationship. The results of the path coefficient can be used to prove the research hypotheses as follows:

- Work-family conflict has a significant and negative influence on work motivation.
- Islamic work ethics has a significant and positive influence on employee work motivation.
- Work-family conflict has a significant and negative influence on employee performance.

- iv. Islamic work ethics has a significant and positive influence on employee performance.
- v. Work motivation has a significant and positive influence on employee performance.

Mediation Test

Mediation test in the PLS analysis is also an output of inner model analysis. The result of the mediation test is presented on Table 7.

Table 7: Mediation Test

	Original Sample (O)	Sample Mean (M)	Standard (STDEV)	Deviation	T (O/STDEV)	Statistics	P Values	Detail
KP -> MK -> KK	-0.133	-0.141	0.063		2.105		0.036*	H6 Accept ed
EK -> MK -> KK	0.493	0.479	0.090		5.460		0.000*	H7 Accept ed

- Significance <5%

From Table 7, it can be known that:

- i. Work motivation is able to negatively and significantly mediate the relationship between work-family conflicts and employee performance.
- ii. Work motivation is able to positively and significantly mediate the relationship between Islamic work ethics and employee performance.

Discussion

This study analyzes 4 variables, which include work-family conflict (KP), Islamic work ethics (EK), work motivation (MK), and employee performance (KK). From these variables, there are 7 hypotheses proposed and analyzed using SEM method with SmartPLS. The results of this study indicate that all the 7 hypotheses proposed in this study are accepted. The first hypothesis in this study stated that work-family conflict has a significant negative influence on work motivation in Bank Jateng Syariah. This hypothesis refers to several prior researches (Nurismilida & Purba, 2018; Hapsari, 2015; Pradhanawati, 2018; Twinarti et al., 2016; Medina, 2016) who found negative and significant relationship between work-family conflict and work motivation.

The analysis results of this study support the first hypothesis with the finding that work-family conflict of the employees of Bank Jateng Syariah has a negative and significant influence on work motivation. This means that if the work-family conflict increases, the work motivation decreases, and vice versa. This result supports the previous findings (Nurismilida & Purba, 2018; Hapsari, 2015; Iswari & Pradhanawati, 2018; Twinarti et al., 2016; Medina, 2016), although there is also studies that give the opposite result, that work-family conflicts do not have a significant influence on work motivation (Adiyatwira & Supriyadi, 2017).

Nurismilida and Purba (2018) found that work-family conflict has a significant influence on work motivation. It is also stated by Hapsari (2015) that work-family conflict has a negative and significant influence on work motivation and job satisfaction. Twinarti et al. (2016) focused to analyze career women and concluded that there is a negative relationship between work-family conflict and career women work motivation. From the analysis results, the author recommend that employees must be able to manage work-family conflict well so that work motivation can arise. From the side of the company, Bank Jateng Syariah should also help to reduce the work-family conflict of the employee.

The second hypothesis in this study is that Islamic work ethics has a significant and positive influence on work motivation of the employee of Bank Jateng Syariah. The formation of this hypothesis refers to several prior studies (Saban et al., 2020; Din et al., 2019; Hayati & Chaniago, 2012; Permatasari, 2018; Hidayat, 2015) who empirically found the significant influence of Islamic work ethics on work motivation. The analysis results of this study support the second hypothesis with the finding that Islamic work ethics of the employees of Bank Jateng Syariah has a positive and significant influence on work motivation. Therefore, the better the Islamic work ethics, the better employee work motivation and vice versa. This result is in line and supports the previous findings (Saban et al., 2020; Din et al., 2019; Hayati & Chaniago, 2012; Permatasari, 2018; Hidayat, 2015) although there is also a different finding from Fauzan and Tyasari (2012) that Islamic work ethics do not have a significant influence on work motivation.

Saban et al. (2020) analyzed 354 employees and found that Islamic work ethics has a positive influence on intrinsic motivation, and that intrinsic motivation mediates the relationship between Islamic work ethics and work performance. Similarly, Din et al. (2019) stated that Islamic work ethics significantly and positively related to work performance and intrinsic motivation. Intrinsic motivation mediates the relationship between Islamic work ethics and work performance. Therefore, the author recommends that in increasing work motivation, the company needs to improve the application of Islamic work ethics. Islamic work ethics can be interpreted as a unity of moral principles that distinguishes between right and wrong, as well as Islamic context (Beekun, 1997). There are several

things that must be considered as a measure of Islamic work ethics, namely the intention to seek the pleasure of Allah SWT, mandate in carrying out duties, discipline, and cooperation.

The third hypothesis in this study is that work-family conflict has a negative and significant influence on employee performance. This study is in accordance with the findings of several prior researches (Hendra et al., 2019; Kengatharan, 2017; Laode et al. 2017; Pradila, 2018; Widayanti et al., 2017) who found the negative and significant influence of work-family conflict on employee performance. The analysis result of this study supports the third hypothesis with the finding that work-family conflict has a negative and significant influence on employee performance. This result indicates that if the work-family conflict increases, the employee performance decreases, and vice versa. This result supports the previous findings (Hendra et al., 2019; Kengatharan, 2017; Laode et al. 2017; Pradila, 2018; Widayanti et al., 2017).

Kengatharan (2017) found that work-family conflict has a significant negative influence on employee performance in the lower level than employees in the higher level. Similarly, Laode et al. (2017) analyzes 40 employees in Bank Mandiri and found that work-family conflict has a significant negative influence on employee performance in the PT Bank Mandiri Persero. From the analysis result, the author recommends that Bank Jateng Syariah should make an effort to reduce work-family conflict in their employee. Work-family conflict occurs when a person experiences job demands and high pressure at work, making it difficult for someone to complete his role in the family, and vice versa. This condition can give negative influence to both the employees and the company. There are two crucial things that needs to be noted in reducing the negative influence of work-family conflict, namely family time demands and too much work pressure (Kaparete, 2013).

The fourth hypothesis in this study is that Islamic work ethics has a positive and significant influence on employee performance in Bank Jateng Syariah. This refers to several prior researches (Marsudi, 2019; Al-Dauri, 2020; Fanggidae et al., 2020; Permana et al., 2019; Din et al., 2019; Saban et al., 2020) who found a significant influence of Islamic work ethics on employee performance. The analysis results of this study support the fourth hypothesis with the finding that Islamic work ethics of the employees of Bank Jateng Syariah has a positive and significant influence on employee performance. Therefore, the better the application of Islamic work ethics, the better employee performance and vice versa. This result is in line and supports the previous findings (Marsudi, 2019; Al-Dauri, 2020; Fanggidae et al., 2020; Permana et al., 2019; Maaz et al., 2019; Saban et al., 2020).

Marsudi (2019) found that Islamic value, in this case is Islamic work ethics, has a significant and positive influence on employee performance. Al-Dauri (2020; Fanggidae et al., 2020; Permana et al., 2019) also reported similar findings that Islamic work ethics has a significant and positive influence on employee performance. Therefore, the author recommends that the company should realize the importance of Islamic work ethics application, especially in Bank Jateng Syariah, so that employee performance can also be increased. Islamic work ethics itself follows the teachings written in the Al-Qur'an and Hadith, as a guide for the life of Muslims. It emphasizes persistence, collaboration, creativity, and morally responsible behavior (Ali et al., 2008). There are several things that must be considered as a measure of Islamic work ethics, namely the intention to seek the pleasure of Allah SWT, mandate in carrying out duties, discipline, and cooperation.

The fifth hypothesis of this study is work motivation has a positive and significant influence on employee performance. This hypothesis refers to several previous studies (Jeremy et al., 2019; Suharno et al., 2017; Hidayat et al., 2017; Kuswati, 2020; Riyadi & Rokhim, 2017; Sodik, 2018) which found the significant influence of motivation on employee performance. The analysis result of this study supports the fifth hypothesis with the finding work motivation has a positive and significant influence on employee performance. This finding underlines that work motivation is an important aspect in improving employee performance, which is also proven by some previous findings (Jeremy et al., 2019; Suharno et al., 2017; Hidayat et al., 2017; Kuswati, 2020; Riyadi & Rokhim, 2017; Sodik, 2018).

Suharto et al., (2018) found that there is a positive and significant influence of transformational leadership, work motivation, and work discipline on employee performance. Therefore, the author suggests that company should pay attention to work motivation in an effort to improve employee performance. Work motivation can be described as a psychological process that provides purposes and direction to human behavior. In addition, work motivation also shows the tendency to behave in an objective way to achieve unfulfilled needs (Kopelman et al., 1983). The increased work motivation of an employee is indicated by several things including the desire and urge to succeed, the drive and need for work, the hopes and aspirations of the future, the appreciation at work, the existence of interesting activities at work, as well as the conducive work environment.

The sixth hypothesis in this study is work motivation is able to negatively and significantly mediate the relationship between work-family conflicts and employee performance. The formation of the sixth hypothesis refers to previous studies (Riaz et al., 2019; Liao et al., 2019; Suaryana & Noviari, 2018) which show that work motivation is able to negatively and significantly mediate the relationship between work-family conflicts and employee performance. The analysis result of this study supports the sixth hypothesis with the finding that work motivation is able to negatively and significantly mediate the relationship between work-family conflicts and employee performance. This is in line with the previous studies carried out by Riaz et al. (2019), Liao et al. (2019), and Suaryana & Noviari (2018).

Riaz et al. (2019) found that work motivation has a negative and debilitating influence on the relationship between work-family conflict and work performance. Similarly, Liao et al. (2019) stated that the relationship between work-family conflict and work

performance is weakened with the existence of work motivation as moderating variable. From the analysis result, the author emphasizes that work-family conflict has a significant negative impact on motivation and employee performance, thus it must be managed well. Work-family conflict management must be done both by employees and the company. Employees can do it by dividing work and family problem and be wise in dividing time. On the other hand, company can provide training and increase compensation for employees.

The seventh hypothesis in this study is work motivation is able to positively and significantly mediate the relationship between Islamic work ethics and employee performance. The formation of this hypothesis refers to previous studies (Saban et al., 2020; Listya, 2018; Ghozali & Arqi, 2020; Din et al., 2019) which indicate that work motivation is able to positively and significantly mediate the relationship between Islamic work ethics and employee performance. The analysis result of this study supports the seventh hypothesis with the finding that work motivation is able to positively and significantly mediate the relationship between Islamic work ethics and employee performance

This is in line with the previous studies carried out by Saban et al. (2020), Listya (2018), Ghozali (2020), and Din et al. (2019). Saban et al. (2020) found that Islamic work ethics has a positive influence on intrinsic motivation, and that intrinsic motivation mediates the relationship between Islamic work ethics and employee performance. On the other hand, Listya (2018; Ghozali, 2020) found that work motivation as mediating variable indirectly influence the relationship between Islamic work ethics and organizational commitment. Regarding this, the author recommends that Bank Jateng Syariah should pay attention to employee work motivation since it has an important role, especially in improving employee performance. Employees can be said to have a good performance if they fulfill six criteria, namely quality, quantity, punctuality, effectiveness, independence, and work commitment (Robbin & Timothy, 2013; Saputro et al., 2020).

Conclusions

The results of this study show that work-family conflict has a significant and negative influence on work motivation and employee performance. Therefore, companies, especially Bank Jateng Syariah should pay attention to conflict that occurs in their employees, both work conflict and family conflict that can have an impact on their work. This needs to be considered because if work-family conflicts are allowed and continue to increase, it will have an impact on employee work motivation and employee performance. On the contrary, if work-family conflict decreases, work motivation and employee performance will increase.

This study also indicates that Islamic work ethics has a significant and positive influence on work motivation and employee performance. This finding requires company to emphasize the application of Islamic work ethics. Islamic work ethics includes intention to seek the pleasure of Allah SWT, mandate in carrying out duties, discipline, and cooperation with colleagues. The application of Islamic work ethics will have an impact on the increase of work motivation and employee performance, which will surely benefit the company.

This study also contributes to the literature regarding work-family conflict, Islamic work ethics, work motivation, and employee performance. The findings of this study regarding the significant influence of work-family conflict and Islamic work ethics also support several previous studies. Future research is expected to be able to explore the variables in this study further, both from the aspect of variable measurement, research method, number of samples, research objects, and et cetera.

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